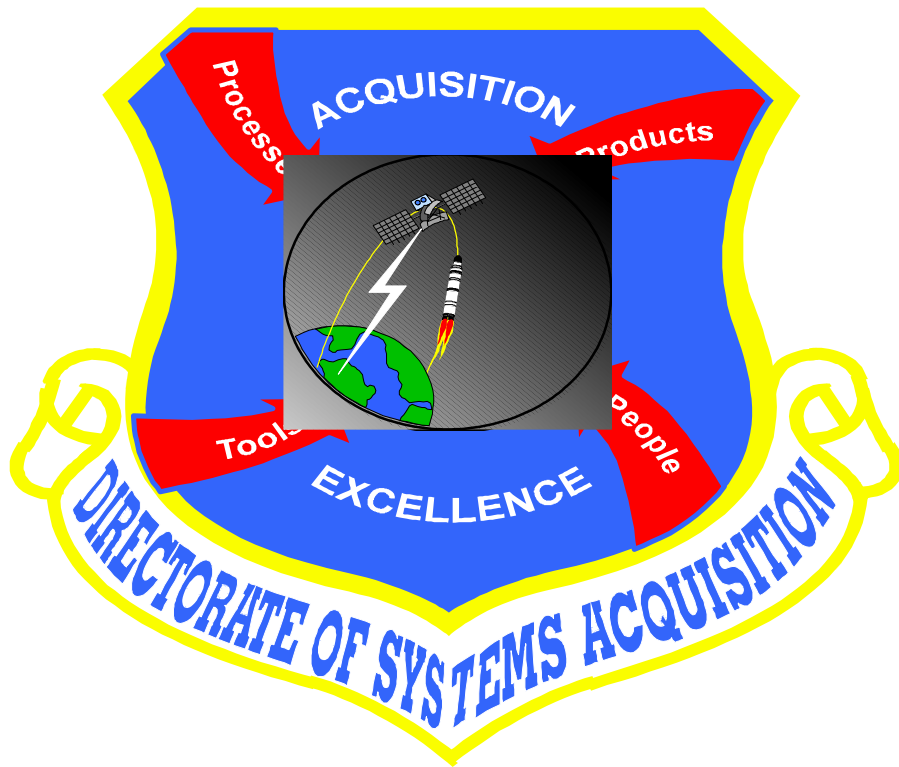


2002 SMC/AXC Business Focus Plan



SMC Advisory &
Assistance Service
Program Office

Air Force Acquisition Vision:
An innovative team leading the
Air Force in partnership with
industry and the other services
to provide America's War
Fighters effective weapons in the
most efficient manner possible



Overview

AXC is SMC's focal point for providing cradle-to-grave program management and contracting support for SMC's integrated Advisory and Assistance (A&AS) services program. This includes supporting all SMC's long range planning, engineering, and financial planning efforts by providing program management and contracting services in support of the Commander. Additionally, AXC provides program management and contracting support to the rest of the National Space Security (NSS) on an as needed basis. With our AX and matrixed PK and FM personnel, our mission is to provide our customers with superior Advisory and Assistance Services to support space programs. We do this through the use of several contractual vehicles: The Federally Funded Research and Development Center (FFRDC) contract, the Technical Acquisition Support Services (TASS) Blanket Purchase Agreements (BPAs), the Financial Acquisition Support Services (FASS) BPAs, and the Engineering, Analysis, Design & Development II (EADDS) contracts. We also provide support as required to other components of our NSS program through contracting vehicles supporting DARPA and C3I. AXC's business focus plan contains outcome oriented objectives and supporting tasks which will help to ensure our goals are obtained. This plan defines our direction and serves as our road map to successful accomplishment of our mission. It provides a means of aligning AXC's goals and objectives with those established at higher organizational levels - AX, PK, SMC and AFSPC. Everything we do is aimed at providing the technical underpinning to SMC and the Space Command space

AXC Advisory and Assistance Services Way Ahead

Today's dynamic acquisition environment requires forward thinking people to ensure successful mission accomplishment. AXC has been successful in executing its role as SMC's program manager and business advisor for the A&AS program. We must continue to use best practices to ensure our customers receive excellent service at the best price. AXC will continue to validate its program management business processes to improve and/or streamline its approach, as required, to meet the continuing changes inherent in the AF Space acquisition environment. We have been--and will continue to be--the leader in providing sound business advice to SMC regarding Advisory and Assistance Service Contracting. Utilizing best practices and innovative program management and contracting methods, AXC will strive to reduce its acquisition lead time to the lowest possible level thereby ensuring our customers are supported on time, every time. We will also ensure all of our customers are provided exceptional A&AS support on a timely, cost effective and technically superior basis. We will also take care of our employees by creating a working environment that best utilizes and recognizes their talents. We will empower our personnel and allow them to get the job done and feel good about themselves while doing it. This AXC business focus plan will provide a road map for taking care of our employees, meeting our

AXC's Advisory and Assistance Services Program Office Team

AXC's contracting division consists of 33 dedicated contracting, program management, financial management and administrative support personnel who provide System Engineering Technical Assistance (SETA) and Federally Funded Research and Development Center (FFRDC) support to SMC and other DOD agencies through the use of contracts and BPAs. Our contracting vehicles consist of the Aerospace FFRDC and the Engineering, Analysis, Design and Development contract. We currently have Blanket Purchase Agreements for Technical Acquisition Support Services and Financial Acquisition Support Services as well as contracts in support of C3I and DARPA.

In 1998 the SMC commander centralized all A&AS management under the purview of AX. This A&AS policy requires all SMC units to either utilize the TASS and FASS BPAs or the EADD II contracts for their A&AS support or receive a written waiver from AX. AXC's personnel manage the A&AS program, enforce the Commander's local A&AS policy, develop requirements, acquire resources and monitor contractor execution. As well, we are the primary SMC point of contact for all A&AS matters with AFSPC and Air Staff.

Along with the responsibility of developing SETA

Our people perform a myriad of A&AS acquisition management contracting actions from pre-award to post award. SMC/PK contracting personnel are matrixed into AXC to execute the contracting requirements. SMC/FM personnel are matrixed into AXC to provide financial management support to the FFRDC and SETA teams. FM personnel manage the financial side of the FFRDAC contract to ensure customers STE allocations are adequately funded and accurately executed. The SETA teams within AXC are also provided guidance on funding related issues. AXC ensures that SMC's SPOs & other agencies are provided the required scientific, engineering, and technical support for Air Force launch, space, and related ground support systems. In our cradle-to-grave approach, we take responsibility for understanding each SMC SPO's A&AS requirement, developing request for proposals/request for quotes, and for selecting the proper contractor. We ensure cost schedule and performance through monitoring contract execution, program management reviews, surveillance reports and Contractor Performance assessment reporting. AXC's personnel have also spear-headed such projects as the development and implementation of a contract quality assurance and customer

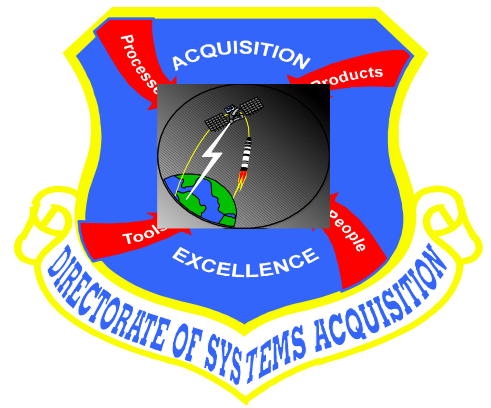
Air Force Space Command



- Vision
- “A globally integrated aerospace force providing continuous deterrence and prompt engagement for America and its allies...through control and exploitation of space and information”

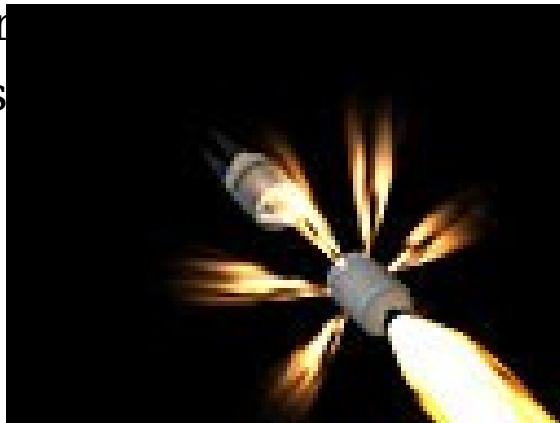
- Space & Missile Systems Center
- Vision
- *"Become the Center of Excellence for Space & Missiles by building a reputation of producing quality space products on time, at cost...meeting warfighter needs."*
 -
- Mission
- "Deliver unrivaled space, missile, and information capabilities and systems to the joint war fighter, and our nation"
- Goal
- "Be the recognized center of technical excellence, and the product center of choice for innovative, affordable, operationally effective space systems"





- SMC/PK
- Vision
- “Our superior products serve the nation – our superior people make it happen
- Mission
- The SMC Contracting Directorate provides comprehensive advice and effective contract management to the space community for the timely execution of needed actions to acquire superior weapon systems
- SMC/AX
- Vision
- Strengthening systems acquisition for tomorrow's air and space forces
- Mission
- To provide the AF space community with quality systems acquisition and support through an integrated staff of functionals providing products, process, tools, expertise, and talent.

- SMC/AXC
- Vision
 - “Lead in providing superior Advisory and Assistance Service for tomorrow's air and space program”
- Mission
 - “Provide our customers with superior Advisory and Assistance Services to support air and space programs”
- Goals
 - Satisfy customers’ needs
 - Be the leader in SMC’s integrated Advisory and Assistance Services program
 - Invest



- SMC/AXC Goals, Objectives & Tasks
- Goal 1
- Satisfy our customers' needs
- Objective 1.1: Meet or exceed our customers' requirements
- Task 1.1.1: Using smart business processes, strive to meet or exceed customer expectations and measure customer satisfaction
- Objective 1.2: Establish and advocate the role of AXC employees as SMC's program managers and business advisors for it's A&AS needs
- Task 1.2.1: Provide timely business and program management advice to our customers resulting in our providing quality advisory and assistance services while measuring contractor performance
- Goal 2
- Be the leader in SMC's integrated Advisory and Assistance Services program
- Objective 2.1: Within the current suite of contractual vehicles used to satisfy SMC's A&AS requirements, understand, streamline and apply smart business and program management processes
- Task 2.1.1: Document our core program management and business processes
- Task 2.1.2: Benchmark other GSA organizations' business and program management processes

- SMC/AXC Goals, Objectives & Tasks
- Task 2.1.3: Ensure our business and program management processes are improved, and are smart and consistent across AXC teams where appropriate
- Task 2.1.4: Measure and strive for the lowest possible acquisition lead time
- Objective 2.2: Measure our business and program management performance
- Task 2.2.1: Identify, define, develop and deploy an initial set of outcome oriented performance measures which portray performance of our core business processes
- Task 2.2.2: Measure internal AXC performance by conducting a comprehensive AXC self inspection and close out all action items
- Objective 2.3: Implement effective performance based service acquisition procedures
- Task 2.3.1: Migrate tenets of AFI 63-124, Performance Based Acquisition information into AXC's acquisition processes and measure contractors' performance
- Task 2.3.2: Benchmark other organizations and their implementation of AFI 63-124 tenets

- SMC/AXC Goals, Objectives & Tasks
- Objective 2.4: Leverage the internet
- Task 2.4.1: Provide contractors and customers a useful AXC website with the ability of contractors to observe future work and allow customers to review contractor capabilities
- Goal 3
- Invest in our people
- Objective 3.1: Create an environment within AXC that allows our people to enjoy coming to work
- Task 3.1.1: AXC's personnel will work to a well defined framework for progression of Air Force civilians into higher positions
- Task 3.1.2: Provide performance enhancing tools to our workforce
- Task 3.1.3: Conduct activities that create esprit de corps
- Task 3.1.4: AXC's management will provide formal, honest quarterly feedback to those it supervises

- SMC/AXC Goals, Objectives & Tasks
- Task 3.1.5: All employees will work within the AXC team showing respect and striving to communicate effectively at all times
- Task 3.1.6: Develop a robust awards program
- Objective 3.2: Develop and maintain a professional workforce
- Task 3.2.1: Ensure all personnel in level 3 positions and all personnel in level 2 positions (contracting, financial and program management) are afforded the opportunity to become certified at their respective levels
- Task 3.2.2: Ensure all new accession employees, both contracting and program management, are certified at level one within the first year
- Task 3.2.3: Assign contracting and program management training program coordinators and develop a real time comprehensive AXC training program with individual development plans tracking the training needs of every employee
- Task 3.2.4: Ensure our contracting employees are prepared for the Contracting Officers Review Board

Future Environment – Implementing Performance Based Service Acquisition

The Move towards Performance Based Services Acquisition (PBSA) dictates a need to ensure a robust A&AS services acquisition capability within SMC focused on outcome oriented results. AXC will be SMC's trusted business advisor for PBSA in the A&AS field. In order to effectively carry out this role, we must keep abreast of the changes in the market dynamics that exist to help ensure we effectively serve the needs of SMC and meet our customers' requirements.

Our PCOs and contract specialists will continue to be challenged to use best practices, ensure effective competition and make informed choices on multiple award contracts for all A&AS contracts. Our desired outcome is to provide our customers with value, excellence and satisfaction. We must ensure that the user receives the best service at the best price while meeting or exceeding schedule and is compliant with all guidance.

We will monitor contractor performance to ensure mission completion through an effective Contractor Performance Assessment Report (CPAR) program. The CPARs, periodic program management reviews and customers' surveillance reports measuring contractor performance will ensure our customers receive the biggest bang for the buck.

- PBSA Key Points
 - Determine required results; focus on outcome
 - Let the contractor determine the method to achieve required results
 - Ensure expectations are understood and performance is measured
 - Use commercial approaches and contractors' existing quality systems and measures where appropriate
- Benefits of PBSA
 - Better prices and performance achieved because contractor has more flexibility to use innovative processes
 - Describes results, not methods of performance
 - Maximizes the use of best commercial practices

Conclusion

As the premier Advisory & Assistance Services business and program management advisors within the Air Force, AXC will continue to provide sound business advice to the commander, first-rate guidance and the highest quality support to its customers while taking care of our employees. As one can see by reviewing our business focus plan, AXC has embraced its role as the trusted business and program management advisor to the commander, the SMC community, and the National Security Structure. is committed to serving as the lead agency for all SETA and Aerospace FFRDC activity. As such, we have the responsibility for developing and implementing effective A&AS policy and providing topnotch service to our customers. AXC will continue to be knowledgeable and honest brokers to ensure our customers receive the finest technical support resulting in the best value for their dollars. In order to effectively carry out our mission of providing SMC with superior Program Management and Contracting support for all A&AS issues, AXC will maintain a professional, well trained and dedicated staff of contracting, program management and financial management personnel. Our bottom line is ... we provide the right mix of personnel, working together as a team, to provide SMC with a world-class service acquisition capability.

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SMC A&AS Service Acquisition